CJCSI 3010.02B Joint Operations Concepts (JOpsC) Development Process Amendment Review

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Bottom Line

- **Joint Operations Concepts (JOpsC) are getting results**
  - **Concepts identify capability needs, provide a shared vision for future operations, influence strategy, and inform Joint Capability Areas**
- **Concept development competency is expanding**
  - **Six Combatant Commands have authored concepts and all Services, Unified Commands and Combat Support Agencies are participating**
- **Concept development process is gaining efficiency**
  - **Streamlined required briefings**
  - **Combined development and experimentation efforts**
  - **One year is average development time…six months is feasible when required; experimentation and assessment is essential**
- **Continuous improvement is a shared objective**
  - **Processes can be accelerated and further simplified**
  - **Competency can be extended and competition increased**

Joint Operations Concepts…

- **Institutionalize joint collaboration**
  - **Concepts conceived, developed, and experimented upon jointly**
  - **Joint development process codified in Chairman's Instruction**
  - **Community collaboration through Joint Concept Steering Group**
- **Provide a shared vision of future joint force development and employment**
  - **Capstone Concept for Joint Operations describes how the Joint Force will operate across the range of military operations**
  - **Joint Operating Concepts describe how the joint force commander will operate in a specific mission area**
  - **CCJO and JOCs vision incorporated into NMS, SPG and QDR**
- **Influence strategy documents**
  - **Homeland Security concept's "active, layered defense" approach applied to DOD's Homeland Defense and Civil Support Strategy**
  - **Deterrence concept's "impose costs, deny benefits, encourage restraint" approach applied to current Operational War Plans**

Improvements

Process has matured…

- Integrated senior leader guidance in development process
- Developed and expanded a core competency in concept development throughout the joint community
- Established outreach for education and feedback with interagency and multi-national partners
- Improved linkages to key DOD processes and stakeholders
- Delivered significantly improved products
  - Capstone Concept for Joint Operations, Aug 05
  - Version 2.0 of Major Combat Operations; Military Support to Stabilization, Security, Transition and Reconstruction Operations; and Deterrence Operations approved/signed by Secretary of Defense Dec 06
  - Version 2.0 of Homeland Defense & Civil Support v 1.0 of Irregular Warfare pending SecDef approval
  - Version 1.0 of Shaping pending CJCS endorsement

CJCSI 3010.02B, JOpsC-DP

- **CJCSI 3010.02B, Joint Operations Concepts Development Process (JOpsC-DP) signed by Chairman Mar 06**
  - **VCJCS recommended approval of current practices outlined in CJCSI 3010.02B**
    - **Also recommended a review to simplify our process**
- **CJCSI 3010.02B changes:**
  - **No concept proposal approval briefings required to OPSDEPS and JCS**
    - **Only require JCSG Planner, GO/FO coord, and DJS memo**
  - **No IPR to OPSDEPS for JICs…IPR still required to JCB**
  - **OPSDEPS determines if IPR or approval brief goes to JCS level**
  - **Quarterly JCSG changed to semi-annually and combined with experimentation conference**

Way Ahead

JOpsC Development Process

12 month process…can take 6 months or less

- Approval to proceed with concept development
  - Joint Concept Steering Group, GO/FO/SES staffing, DJS or JROC Memo
- Initial Progress Review briefings w/ OPSDEPS, JCS, JCB or JROC as appropriate (v X.1)
- Action Officer review (v X.3)
- Red Team review
- Planner (O6-level) review (v X.5)
- Limited Objective Experiment
- General Officer/Flag Officer review (v X.7)
- Comment Resolution Conference – if required
- OPSDEPS/JCS and/or JCB/JROC final approval briefings (v X.9)
- SECDEF approval for JOCs (v X.0)

CJCSI 3010.02B, Joint Operations Concepts Development Process (JOpsC-DP), Jan 06

Internal Assessmen

- Current staffing results in broad consensus and compromise, possibly stifling innovation
- Coordination process is labor-intensive and time-consuming
- Process/feedback does not foster a competition of ideas
- Difficult to assemble writing teams
- Current environment places near-term issues as priority
- Resources are limited or non-existent for concept authors
- Process requirements overshadow product quality
  - Required briefs and staff coordination take away from development
  - Revision cycle may not allow thorough joint experimentation
  - Confusion/necessity regarding CONOPS vs JICs persists
- Too many concepts?… is less more?
  - Approach of developing a large number of concepts to "span the range/space" of military operations may be fundamentally misguided

Possible Improvements

- **Sharpen focus by reviewing requirements for JFCs**
  - **Alignment of JCAs and JFCs with FCBs in concert with ongoing IR&G effort**
- **Require fully developed “white-paper” for all concept proposals**
- **Revision cycle to optimize experimentation**
- **Streamline coordination process**
- **Simplify CJCSI; provide structure and guidance, less directed content**

Break